



# Strategic Marketing Plan 2018 - 2019

## **Berkeley City College Strategic Marketing Plan**

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**STRATEGIC MARKETING PLAN**

Berkeley City College (BCC) recognizes the importance of an effective and strategic marketing plan to promote the college, its brand, and its resources, to the community at large.

The Office of Public Information is responsible for managing the college's marketing, communications, and public relations efforts, to promote and communicate the strategic mission of Berkeley City College. It is charged with promoting student success, presenting a consistent look and message for the college, and maintaining a positive image to our students and the communities in our service area.

## KEY MESSAGE/MOTTO

In 2013, BCC adopted the motto/taglines: "Transforming Lives" and in 2016 added #WeAreBCC as a hashtag. These have been BCC's overarching key messages and will continue to be the marketing pillars.

## 2018 – 2020 MARKETING CAMPAIGN THEME

While we will continue to use "Transforming Lives" and #WeAreBCC, an added the tagline of #Go2BCC to the 2018 – 2020 theme to encourage enrollment to Berkeley City College.

## MARKET NICHE

Student-centered academic degree and certificate programs that cultivate student success. Largely attending BCC for general education credits, this "student" is comprised of many identities and will continue remain the BCC focus.

HS Student –  
Adult Learner –  
Veteran –  
Career Learner –

## SITUATION ANALYSIS

When the economy is strong, unemployment is low. Right now, unemployment is at an all-time low, which may have resulted in the steady decline of Peralta District enrollment, and more specifically lower enrollment at Berkeley City College. Declining enrollment may also be influenced by an increasing belief that there is no benefit in getting a college degree, coupled with the high cost of a college education in general. Also, the big elephant in the room is the lack of marketing resources. The BCC marketing office has limited staffing and resources, with a small budget for collateral production beyond class schedules, college catalog, and graduation program. The District's budget crisis and mandated cuts has also resulted in freezing the web content developer position, which supports enrollment, marketing, and communications.

To maximize resources, programs and departments will have to be very creative and tactical about how marketing resources are utilized. In planning marketing resources, it may benefit departments and programs to combine forces/resources to get things accomplished. If we think in terms of cross-promotion and multi-purpose collateral we can get more bang for the buck.

Potential and current students of BCC struggle with institutional barriers that make obtaining a college education unfathomable. The obligation of the college is to advance equity by assisting students with navigating barriers that will ultimately provide life-long success. BCC continues to face challenges when addressing persistence and retention. Overall student persistence has increased from 68% 2016 – 17 to 71.5% 2017 – 18 however, among African American students' persistence has declined from 68.6% 2016 – 17 to 63.1% 2017 – 2018. (*persistence table*)

While the college adapts to decreased enrollment, marketing efforts will focus heavily on student recruitment to/and retention, particularly of African American, Latino, older adults, and international students. In addition, the college will continue to build external relationships and expand partnerships with community, business, and governmental leaders. This work involves regional, statewide, national, and international partners.

The Strategic Marketing plan aligns with the BCC Strategic Plan and the Strategic Goals of the College to create campaigns, target audiences, and emphasize the BCC mission.

## KEY OPPORTUNITIES

BCC is on the right mission. The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges determined it is evident that Berkeley City College's achievements and efforts are in the best interest of its students. With that said, BCC can boldly state that it has advantages:

- BCC is second in the transfer rate to 4-year universities (UC-Berkeley). That rate should be a focal talking point.
- BCC students go onto to do big things. Their experiences and accomplishments should be well documented and highlighted.
- Over 100 associate degree and certificate programs offered. BCC has a program to accommodate almost every career interest – there is something for everyone at BCC.
- Dollars per unit are the lowest in nation. With the rising cost of education BCC has continuously offered a high-quality education that is economical.
- All college level courses taken are transferable to 4-year universities. There is no question that BCC prepares students to move onto the next level.
- Commitment to newly arrived and ESL students, and situated in the City of Berkeley, a Sanctuary City. This commitment translates to services and programs that support student success regardless of status.
- BCC alignment with City's Promise Pathways and Career Education programs with internships.

## GOALS

According to the Strategic Plan 2016 – 2018, BCC used enrollment data to inform and formulate its goals to:

- I. Strengthen Resilience
- II. Raise College Competence
- III. Enhance Career-Technical Education Certificates and Degrees
- IV. Increase Transfer and Transfer Degrees
- V. Ensure Institutional Sustainability

From these goals herein lays the activities of the Public Information Office:

### 1. INCREASE OUTREACH TO POPULATIONS AS IDENTIFIED THROUGH INSTITUTIONAL AND CENSUS DATA.

Working with the Dean of Enrollment Services and BCC Ambassadors, the Public Information Office will work to:

- Intensify recruitment activities at area high schools (Albany High School, Berkeley High School, Berkeley Technology Academy, Emery High School, and Oakland high Schools, such as Skyline and those participating in the Oakland Promise).
- Target marketing to: adult learners, veterans, young men, African American, Asian Pacific Islander, Latino, foster. Youth, undocumented, and international.
- Continue to develop marketing strategies to support outreach.

## 2. MAXIMIZE RETENTION AND RESILIENCE.

Developing marketing strategies to increase enrollment, resilience, and retention is a priority of the Public Information Office. This includes the development of inreach and outreach campaigns such as:

- **#GoToBCC**: a promotional campaign that encourages potential BCC students to attend college as a quality low cost way to get a college education.
- **REGISTER EARLY**: a campaign targeting changing the culture of students who register for the next semester's courses at the last minute (i.e. closer to the start of the semester), which results in dissatisfaction across campus. Register early promotes student success.
- **COLLEGEPAYS**: a campaign highlighting students services, financial aid, Promise pathway programs and Stem pathways that lead to high earning careers.
- **#WeAreBCC**: a campaign aimed at building community and highlighting the achievements of current and past students.

Additionally, collateral for all academic programs, including the Career Education Programs are either under development or have been developed to assist students in choosing and refining their area of study.

## 3. CREATE STRATEGIC COMMUNICATIONS THAT DEEPEN ENGAGEMENT AND DEVELOP CONNECTIONS WITH OUR AUDIENCE

Our students are our best ambassadors! The Public Information Office has launched a new college branding campaign for 2018 – 2019 that features some of our most outstanding students and all the student services that help create student success. Called #GoToBCC, this campaign was created to put focused attention on how we cultivate student success. By highlighting learning communities, Promise Pathway Programs, Stem Pathways, BCC graduates, alumni and current students we can illustrate that we in fact are “Transforming Lives” when you #GoToBCC.

The goal of the #GoToBCC campaign is to put a human face on each of our marketing personas. In order to connect with prospective students, we will feature actual BCC students who best represent our six identified personas. To further increase student engagement, we will continue utilizing social-media platforms with a strong emphasis on developing engaging content that generates conversations and interaction using the brand hashtag #GoToBCC.

## 4. BUILD COMMUNITY CONNECTIONS

- Continue to build partnerships with the local communities in our service area and region, by participating in and/or sponsoring strategic local events, as well as branding outreach opportunities;
- Increase alumni connections with students for strategic marketing opportunities, mentoring and coaching opportunities, support of advancement, and fundraising campaigns;
- Create awareness in the business community about BCC's degree and certificate programs and encourage local business to sponsor college scholarships, internships, and become donating partner.

## 5. ELEVATE THE IMAGE OF THE COLLEGE WITHIN THE COMMUNITY

- Implement marketing strategies that will target key external audiences to increase awareness of the value and academic excellence of BCC i.e. light banners throughout city;
- Continue to transform the image of college within the community as a cost-effective method to higher education;
- Focus direct attention to BCC transfer guarantee with its AA-T and AS-T degrees;
- Open the minds of parents and high school counselors by highlighting BCC graduates and their many successes.
- Emphasis city Promise Pathways guarantee, early college credit, UC Transfer Agreements, PCCD concurrent enrollment program, and Transfer Guarantee to Mills College and Holy Names College.

## TARGET AUDIENCE

By nature, a community college strives to serve the diverse set of audiences in its service area. This audience of students and prospective students span the spectrum from recent high school graduates to the working professional returning to complete a degree or change careers.

Our audience also includes: alumni of all ages, community members that support the college's events/ fundraisers, locals enjoying continuing-education courses, elected and appointed officials, potential employers, potential donors, local businesses, and even those with no clear connection to BCC who might identify with the college's vision and mission.

For that reason, it is challenging to narrowly identify a short list of target audiences/segments. However, prioritization is deeply important to appropriate allocation of the Public Information Office's limited resources. With this in mind, the Strategic Marketing Plan sets out to target the following segments as top priorities through 2019:

- Segment 1: Traditional Students (new high school graduate)
- Segment 2: Non-Traditional Students (ESL, undocumented, disabled, adult learners, re-entry)
- Segment 3: Workforce Training (CE programs, new skills)
- Segment 4: High Schools/HS Counselors
- Segment 5: Adult Education/Lifelong Learners
- Segment 6: Facility Users
- Segment 7: Reverse Transfer

## MARKETING CHANNELS

Below is a listing of BCC's potential marketing channels:

- Annual Report
- BCC Innovation
- Direct Mail (postcards, fliers, community-education semester schedules (2x year)
- Radio:
  - KPFA/KPFB 94.1/89.3 FM
  - KALX 90.7FM,
  - Pandora
  - KGPC 96.9 FM
  - iHeart Radio (?)
- TV Ads:
  - Comcast: Alameda County

- KDOL (Oakland Unified School District)
- OurTV
- PeraltaTV
- Transportation Ads:
  - AC Transit
  - BART
- Magazine/Newspaper Ads:
  - Berkeleyside (on-line)
  - Daily Californian (print)
  - East Bay Express (print + online)
  - El Cerrito Patch (on-line)
  - Oakland Magazine (on-line)
  - Oakland Post (print)
  - Oakland Tribune (print + online)
  - The (East Bay) Monthly (on-line)
- Billboard/Banners
- Mobile/Digital ads (Google ad words, and bilingual digital ads via UNIVISION)
  - Newspaper articles
- Social Media (Facebook, Twitter, Instagram, YouTube, Pinterest, LinkedIn)
- On-Campus (banners, table tents, posters, fliers, email/web graphics, monitor graphics, and large pull-up banners)
- Off-Campus banners beyond Downtown Berkeley
- Other: tabling community events, career fairs and speaking events

## Marketing

### CONCLUSION

The purpose of the Berkeley City College Strategic Marketing Plan is to support the college mission by enhancing public awareness and participation in the college's many programs, services and activities. The plan seeks to increase the overall visibility of the college and reinforce its brand and reputation within the community.

The success of any marketing plan depends upon several factors, including effective advertising, public relations, outreach and most importantly all the people who comprise BCC. Flexibility and innovation are also key factors to a plan's success. The Strategic Marketing Plan is informed by the BCC 2016 – 2018 Strategic Plan using both qualitative and quantitative data (that includes institutional research, surveys, application data, information cards, and direct student feedback) and is designed to adapt to the changing needs of the college and its audience.

At Berkeley City College we Transform Lives! By utilizing strategic marketing communications, we continue to build awareness about the college's important role within the community. We look to the future for opportunities to further promote student access to college and market student success at BCC. We will continue to focus on the goals of increasing enrollment, maximizing student resilience, and deepening our engagement with the community.