



# **FY20**

## **Institutional Marketing Plan**

**Wherever you want to go,  
Northern Essex can help you get there.**

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## Executive Summary

Under the direction of Northern Essex Community College's Marketing Communications department, the college devotes significant resources (both budget and manpower) towards marketing and promoting the institution within our service territory. The objective of this annual plan is to insure that our current marketing strategy and our scheduled marketing activities are in alignment with the college's overall strategic vision.

The college communicates both externally and internally to many different audiences (prospects, parents, community leaders, business leaders, current students, employees, etc.) via many different channels (broadcast media, online, in print, events, etc.), so the need to have clear marketing communication objectives is critical. It is also imperative that our marketing communication activities are coordinated in a way that maximizes our return on investment.

Two areas of significant focus for the upcoming fiscal year will be market research and ROI efficiency. In order to make effective strategic decisions about where to devote our limited resources, we first need to insure we have reliable data to guide/drive the decision-making process. We also need to analyze the results of our efforts in a way that will help us eliminate activities that don't deliver sufficient results and focus more resources on those with the highest ROI.

What we need are clear answers to some key student and prospect "behavioral" questions. Knowing why retaining our current students is continuing to be such a significant challenge is mission critical information we need to have available to us as we make key strategic decisions. While at the same time, understanding what truly motivates our prospects to take action will drive how, when, and where we reach out to them.

Questions like...

- Why do students choose to attend NECC in particular (or any community college in general)?
- When students do choose NECC, did they have any other higher education options available to them?
- Why are students choosing not to stay?
- How many of our applicants/students take the SAT exam?
- Which is bigger competition for us...prospects considering other schools vs. a prospect attitude that they can't attend college at all (for whatever the reason...cost, time, family/work commitments, past academic performance, etc.)?
- Do we have any potential target audiences or untapped markets that we are not connecting with effectively?
- Are the people in our service territory aware of NECC (or are we the "best kept secret in the Merrimack Valley")? Is our institutional awareness level different than that of our sister schools?
- How do our various target audiences access (or search for) information about higher education options?
- And more questions as well...

## Situational Analysis

### Market Analysis:

Market size - NECC's primary service territory includes 22 communities throughout northeastern Massachusetts (the northern portion of Essex County), as well as various other bordering towns in southeastern New Hampshire. The overall population in our region has remained fairly consistent in recent years. As of 2010, the total Essex county population was 743,159, which reflects a 2.7% increase since 2000. The population growth rate was slightly below the state average rate of 3.1%, and was much lower than the national average growth rate of 9.7%.

Market trends – Our region is experiencing a decline in the overall number of high school graduates. According to the WICHE report...*Knocking at the College Door...Projections of High School Graduates by State and Ethnicity, 1992 – 2022...* "along with much of the rest of the nation, Massachusetts is poised to enter a new period characterized by much more stagnant growth or declines in the production of high school graduates. After reaching a peak in 2007-08 at nearly 63,000, the state will see a sharp decline in the number of public high school graduates each year through 2014-15, assuming a continuation of existing patterns of enrollment, progression, and completion. During that timeframe, the number of high school graduates is forecast to drop by over 8,000 (12.5 percent). Subsequently, projections indicate that production will continue declining."

### Consumer Analysis:

Target audiences - On a broad scale, the college's ongoing marketing efforts are focused on (and customized for) several primary target audiences...

- Traditional-aged students who have recently graduated high school (with career or transfer goals)
- Adult students seeking career and/or continuing educational opportunities
- Influencers (the parents of potential NECC students, friends and family, guidance counselors, etc.)
- High School Students via Early College
- Transfer "In" students
- Displaced workers seeking career training opportunities
- The Latino population within our service territory (many of whom are "first generation" students)
- Individuals interested in pursuing personal interest or workshop-style noncredit educational opportunities
- Regional business and industry interested in work force development opportunities for their employees

Several additional secondary audience segments also exist. These audiences, such as: military veterans, high school guidance counselors, etc. are targeted with more specialized marketing efforts. Our goal is to clearly identify our target audiences, and deliver a marketing message that is tailored to that particular individual's unique perspective. This helps increase our return on investment, and also helps to avoid wasting precious resources on activities that don't generate effective results.

### Competition Analysis:

Direct competition comes from a long list of other higher education alternatives. These include; other 2-year colleges, 4-year public colleges/universities, 4-year private colleges/universities, vocational/technical institutions, specialized training facilities, and a wide range of continuing education options.

Indirect competition comes from a variety of external sources, and manifests itself as alternate life choices. Some potential NECC students are faced with a wide range of career/life choices, such as: school vs. work?, when and if to go back to school?, can going to school help me further my current career?, can going to school help me change careers?, can I afford school?, is joining the military a viable option?, etc.

As we “cast the net” and try to generate initial interest in Northern Essex Community College, it is important that we realize that many community college prospects are not in an active “college search” mode. Though they may be prime candidates to take advantage of what we have to offer, they may not believe they are college “material.”

### Image and Awareness Analysis:

Marketing surveys done in 2003 and again in 2008 suggest that Northern Essex Community College is NOT the “best kept secret in the Merrimack Valley.” In fact, NECC’s name recognition within our service is extremely high. These surveys also show that NECC’s reputation with the general population is also very positive. People who live in this region know we’re here, and they have a favorable opinion of the college as well. They know we’re here, and they have a favorable opinion of us...they just don’t know a great deal about the programs, services, and overall value we have to offer.

### Internal Analysis:

Similar to every department at Northern Essex Community College, Marketing Communications is consistently asked “to do more with less.” NECC devotes similar financial and staff resources to our marketing efforts as our sister community colleges, however, these resources are typically insufficient to accomplish all of our goals. As we spread the demand for marketing communication resources across more and more projects and initiatives (some of which may not meet the level of mission critical need), then we inevitably “water down” our efforts across the board (potentially resulting in key operational activities taking a back seat to less important projects).

By our nature, community colleges offer many different things (credit, community ed, 2-year Associate Degrees, 1-year Certificates, transfer, workforce development, community partnerships, events, etc.) to many different audiences (traditional-aged, adult, school-to-career seekers, 4-year degree seekers, personal enrichment, etc.)...communicating all of these various messages to this wide array of target audiences can stretch internal resources to the breaking point.

In this environment, it is critical to set clear objectives, prioritize projects based on the highest level of need, and effectively track our return on investment.

## Institutional SWOT Analysis

### Strengths:

Value proposition – we promote our affordable tuition rates and the savings connected with 2+2 transfer possibilities

Student success – we utilize “real” student success stories to promote the “life changing” opportunities that exist here

Positive image – our existing positive image allows us to focus on recruitment rather than image enhancement activities

Institutional brand awareness level – heightened awareness of our brand helps our outreach activities stand out in the crowded marketplace where people are constantly bombarded with messages

### Weaknesses:

Existing national image of community colleges – this is improving, but it is a reality we just have to accept (and not expend precious limited resources trying to change)

Lack of awareness of specific programs and services – our weakness here is a similar weakness for all of our competitors

Limited resources – this reality simply means that we need to insure all of our efforts are providing a solid ROI

### Opportunities:

Minority prospects – we can (and need to) do a better job of reaching out to the Latino (and other local minority) prospects

Transfer message – we can (and need to) do a better job of promoting the 2+2 advantages

Partnerships – key gains from collaborative activities includes heightened awareness and increased exposure

### Threats:

Population trends – the forecasted decrease in high school graduates in our region is an obvious concern

Lack of a consistent focused message – spreading our resources across too many fronts will result in decreased ROI

## Marketing Messages

### Branding Overview:

Messaging plays a critical role in strengthening brands by defining and expressing the story that an organization hopes to share with the world. Brand messages should clearly communicate the organization's capabilities and differentiators as well as its character, aspirations, and vision.

Our messaging strategy must satisfy a number of criteria:

- It must clearly define our organization and capabilities in ways that distinguish us from our competition.
- It must offer a vision and promise that both internal and external audiences can rally around and embrace.
- It must present a unified, compelling, and memorable banner under which our entire team can march forward.

We are currently framing our brand campaign with the tagline..."Wherever You Want to Go, Northern Essex Can Help You Get There."

The intent is to consistently present the idea that NECC can be a stepping stone/gateway/springboard from where you are today to where you want to be in the future. It is important that we stay committed to presenting these messages with a consistent voice and a consistent visual style.

### Specific Targeted Messages:

An integral part of mapping out a successful marketing campaign is identifying the college's strengths, and then crafting marketing messages that promote them effectively. The content for upcoming NECC promotional materials will focus on:

- Value - the affordable cost of attending NECC versus other educational opportunities, as well as the thousands of dollars in savings offered by the 2+2 path
- Transferability - the variety of available transfer options (MassTransfer, transferable credits, etc.)
- Support services – many of our students are first generation college students, making available support services a huge factor in their decision to attend NECC
- Flexibility - flexible course scheduling options (day, evening, weekends, online, etc.)
- Outstanding Faculty - over 90% of the college's faculty hold advanced degrees, and many actually hold the highest degree possible in their field of expertise
- Excellent Facilities - state-of-the-art technology, computer labs, fitness and wellness center, etc.
- Convenient Locations - multiple campus locations in Haverhill and Lawrence
- Student Life – the college has a long list of experiential opportunities students can take advantage of here
- Expect More – there is more happening (and available) here than most people think or expect to find
- Opportunity – NECC offers "life changing" opportunities for those who may be dreaming of a better life
- Access – community colleges exist to give everyone access to an educational opportunity

## Marketing Channels and Strategies

The college uses a broad marketing mix in an attempt to generate awareness, create a buzz, and motivate prospects to take action. The goal is to reach our target audiences in a variety of ways, and to try and stay true to a consistent brand message across all channels.

### Advertising:

A mix of television, radio, newspaper, and online advertising are all utilized to promote NECC's brand message to the community we serve.

### Direct Mail:

Targeted direct (conventional) mail and personalized e-mail are both utilized to generate interest in the college's course and program offerings.

### Online Presence:

In today's world, it is imperative that NECC maintains a high level of social visibility via our website, via online advertising, and via our social media (Facebook, Instagram, Twitter, YouTube, LinkedIn, etc.) activities.

### Public Relations:

The Marketing Communications team works diligently to garner maximum exposure for the college by sharing college news with the media, on social media (both college and external channels); and in NECC Now, the college's e-newsletter.

### Community and Government Relations:

Though managed mainly in areas outside of Marketing Communications, ongoing community and government relations activities are integral parts of the college's ongoing awareness and promotional activities.



## Annual Spending Allocation Breakdown

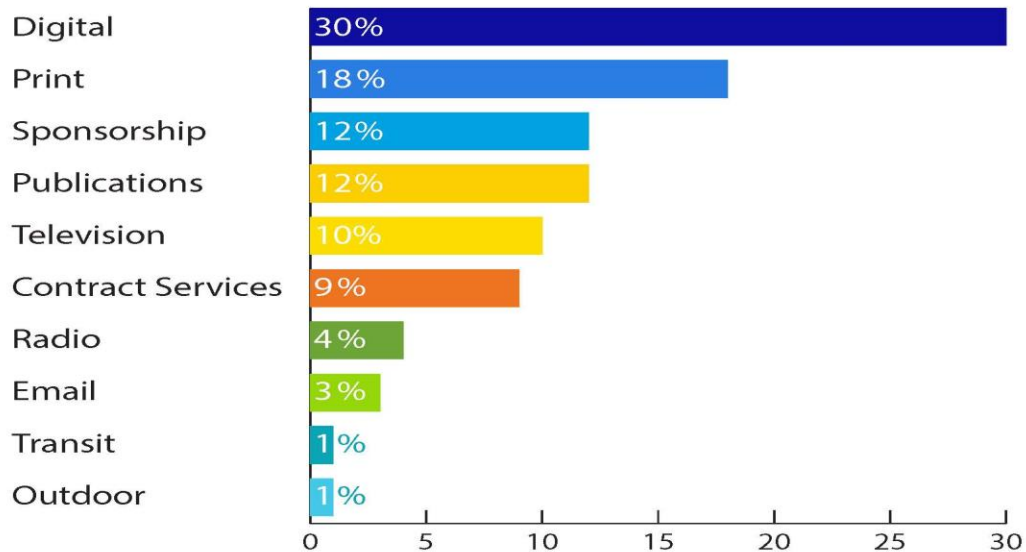
The FY'20 Marketing Communications budget includes \$265,660 for promotional, advertising, and outsource expenditures.

<u>Activity</u>	<u>Amount</u>	<u>% of promo budget</u>
<b>Advertising</b>		
Digital advertising (Pay-per-click, geofencing, programmatic display, paid social media, video display, online radio, etc.)	\$80,000	30%
Print advertising (Eagle Tribune, Rumbo, Merrimack Valley magazine, local weeklies, etc.)	\$50,000	18%
Sponsorship advertising (local Chambers, schools, organizations, events, etc.)	\$30,000	12%
Television advertising (Comcast Spotlight including cable programming, live sports, OTT devices, and On Demand content)	\$27,000	10%
Radio advertising (the River and WHAV)	\$12,000	4%
Transit advertising (MVRTA buses)	\$3,000	1%
Outdoor advertising (Electronic billboard)	\$2,700	1%
<b>Publications, Direct Mail, and E-mail Marketing</b>		
Printing, direct mail, list rentals, and postage	\$30,000	12%
E-mail Marketing (including list rentals)	\$8,000	3%
Graphic Design Freelance	\$3,000	1%

### Contract Services

Video Production	\$5,000	2%
Creative Direction	\$5,000	2%
Web Development	\$5,000	2%
Social Media Consultant	\$5,000	2%

### MARKETING COMMUNICATIONS EXPENDITURES

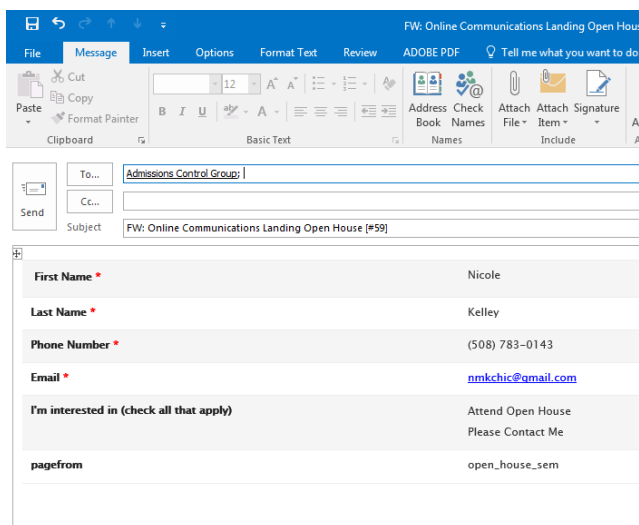


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## Lead Generation vs. Brand Awareness Activities

Marketing Communications divides its activities into two main types of activities...our digital and online promotional activities have primarily a lead generation goal, while our more traditional activities are more brand awareness focused.

**Lead Generation** - primarily digital/online/social media



FW: Online Communications Landing Open House

File Message Insert Options Format Text Review ADOBE PDF Tell me what you want to do

Paste Copy Cut Copy Paste Format Painter B I U A Basic Text Address Check Attach Attach Signature Book Names File Item Include

To: Admissions Control Group

Cc:

Subject: FW: Online Communications Landing Open House [#59]

First Name \* Nicole

Last Name \* Kelley

Phone Number \* (508) 783-0143

Email \* [nmkchic@gmail.com](mailto:nmkchic@gmail.com)

I'm interested in (check all that apply) Attend Open House Please Contact Me

pagefrom open\_house\_sem

**Brand Awareness** - TV ads, print ads, outdoors/transit ads, etc.



## Vision for Program-specific Marketing

A key piece of the FY20 marketing strategy is to devote more resources (both budget and manpower) to program-specific marketing activities.

**Increasing budget amount allocated to program marketing from virtually nothing to \$50,000 annually**

### **Budgeted in (FY20)**

\$40,000 spent on program marketing (both lead generation and program awareness)

\$5,000 spent on print advertising

\$5,000 spent on video production (hopefully this will be supplemented by additional funds)



**Strategic approach will be to maximize (still) limited resources by focusing efforts**

### **Focus primarily on “areas” that line up with new Academic Centers**

Health

Business

STEM

Liberal Arts

Professional Studies done as programs (CJ, Education, Human Services, etc.)

### **Focus primarily on digital/online-based “lead generation” strategies**

Maximize still limited budgets (approximately \$10,000 per area)

Generate analytics that will allow for measuring effectiveness and modifying strategies

There is an aspect of brand awareness that overlaps with lead generation strategies

## Marketing Communications Production Bandwidth Breakdown

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20%  
New Projects



See new Appendix A & B

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50%  
Annual Projects



See scheduled annual projects list

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20%  
Unplanned Projects



Projects requiring limited time

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10%  
Daily Responsibilities



Daily tasks, meetings, etc.

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## **Scheduled Projects, Initiatives, and Expectations Supported Annually by Marketing Communications Staff**

These efforts take up to 70% of Marketing Communications staff time (50% planned projects & 20% unplanned requiring quick turnaround).

*See Appendix C for a list of over 600 print and design projects from FY19. This Appendix C list doesn't include hundreds of other digital, web, and public relations projects, as well as the hundreds of projects done by the Reprographics/Mailroom department in any given year.*

### **Academic Affairs**

- Academic Advising internal communication, webpage support, and print materials
- Academic Centers internal communication, external promotional support, webpage support, and print materials
- Academic Policies web support and print materials
- Academic Programs internal communication, external promotional support, webpage support, and print materials
- Academic Testing internal communication, external promotional support, webpage support, and print materials
- Awards Convocation internal communication and print materials
- Individual Faculty internal communication, external promotional support, webpage support, and print materials
- Speakers Bureau internal communication, external promotional support, webpage support, and print materials

### **Academic Innovations**

- CPE courses/programs internal communication, webpage support, and external promotional support
- OER internal communication, external promotional support, and print materials

### **Athletics**

- Awards banquet support
- Internal communication, external promotional support, webpage support, and print materials

### **Bachelor Degree Completion (Communiversity)**

- Internal communication, external promotional support, webpage support, and print materials

### **Bursar**

- Internal communication, webpage support, and print materials

**Campus Safety & Emergency Response**

- Clery Report
- Internal communication, webpage support, and print materials

**Career Services**

- Internal communication, external promotional support, webpage support, and print materials

**College Community Events (Golf Event, 5K Race, Homecoming, etc.)**

- Internal communication, external promotional support, webpage support, and print materials

**Commencement**

- Internal communication, webpage support, and print materials

**Community Education**

- Community Education Direct Mail Piece
- External promotional support, webpage support, and print materials

**Corporate Education**

- External promotional support, webpage support, and print materials

**Counseling Services**

- Internal communication and print materials

**Early College**

- Internal communication, external promotional support, webpage support, and print materials

**Enrollment Services**

- Application, checklists, and registration forms both web support and print materials
- College for a Day internal communication, external promotional support, and print materials
- Direct mail campaigns
- Email campaigns

- New Student Gateway internal communication and print materials
- New student orientation
- New student packet print materials
- Open House external promotional support
- Special events (Accepted Students, NEACAC, Transfer In, etc.) internal communication, external promotional support, and print materials
- Student Code of Conduct & Student Policies web support and print materials
- Summer sessions internal communication, external promotional support, and print materials
- Viewbook
- Webpage support for all areas, initiatives, and events
- Winter intercession promotional support

**Facilities**

- College Policies web support and print materials
- Internal communication, external promotional support, webpage support, and print materials
- Signage support

**Financial Aid**

- Internal communication, webpage support, and print materials

**Human Resources**

- Internal communication, webpage support, and print materials

**Institutional Advancement (Alumni, Grants, and Fundraising)**

- AlumNECC Magazine
- Alumni Office communication and promotional support
- Donor Appeals
- Donor Report
- Special Event Support (Signature event, Women of NECC events, Foundation events, etc.)
- Webpage support and print materials

**Lawrence Campus & Lawrence Community Relations**

- Internal communication, external promotional support, webpage support, and print materials
- White Fund Series internal communication, external promotional support, webpage support, and print materials



**Library**

- Internal communication, webpage support, and print materials

**Lift Campaign**

- Internal communication, external promotional support, and print materials

**Marketing Communications**

- Annual Report
- Broadcast Email
- Creative Design Services
- Digital/Online Advertising
- Digital Signage
- Email Marketing
- Event Support
- Internal Communication
- Mailroom & Reprographics
- Outdoor/Transit Advertising
- Print Advertising
- Print Production
- Public Relations/Newsroom
- Radio Advertising
- Social Media Advertising
- Social Media Support
- Sponsorship Support
- Television Advertising
- Templates for internal use
- Video Production
- Website Support

**NECHE Accreditation**

- Internal communication, webpage support, and print materials

**PACE Program**

- Internal communication, webpage support, and print materials

**President's Office**

- Special projects as requested

**Police Academy & Sheriff's Academy**

- Internal communication and print materials

**Professional Development**

- Internal communication, webpage support, and print materials

**Registrar**

- Internal communication, webpage support, and print materials

**STEM College for Kids**

- Internal communication, external promotional support, webpage support, and print materials

**Student Life**

- Internal communication, webpage support, and print materials

**Student Support Services**

- Internal communication, webpage support, and print materials

**Study Abroad**

- Internal communication, external promotional support, webpage support, and print materials

**Veteran's Office**

- Internal communication, external promotional support, webpage support, and print materials

## Marketing Communications Team Available Hours

Team Member	Hrs per wk	Hrs per yr	50%	20%	20%	10%
Ron	37.5	1,688	844	338	338	168
Maureen	37.5	1,688	844	338	338	168
Ernie	30	1,400	700	280	280	140
Andrea	37.5	1,688	844	338	338	168
Ellen	37.5	1,688	844	338	338	168
Susan	37.5	1,688	844	338	338	168
Cesar	37.5	1,688	844	338	338	168
Michele	30	1,400	700	280	280	140
Vanessa	20	900	450	180	180	90
Sarah	15	675	338	135	135	67

Total = 2,903

Total available hours per year is hours per week x 45 weeks (leaving out vacation/sick/holiday/closed)

50% allocated to annual projects (projects that occur every year as part of the academic/educational cycle)

20% allocated to unplanned quick turnaround projects (projects taking less than two or three hours to complete)

20% allocated to new projects (that require timelines and vetting)

10% allocated to daily tasks (meetings, professional development, etc.)

## Research and Performance Measures

### Analyze, Learn, and Improve:

Performance measures are utilized to gauge the strategic impact and ROI of our advertising and marketing communication activities and expenditures.

Digital/online analytics are gathered and reviewed on a daily basis. A long list of data (open rates, click through rates, cost-per-lead, social media engagement, etc.) is looked at, evaluated, and utilized to determine potential tactical changes. Tracking incoming calls and website traffic will help pinpoint the effectiveness of our messaging and information hierarchy.

The effectiveness of our email and direct mail marketing efforts is measured by the open, response, and click-through rates.

Student (including past, current, and potential students) survey responses are tallied and reviewed to help identify strengths and weaknesses in our marketing efforts, as well as to help understand how NECC's image is perceived by the community around us.

Patterns that develop in the research help us measure the effectiveness of our efforts. This enables us to continually refine our communications and advertising plans. Decisions to modify existing marketing efforts are based on the results we gather.

### Identify future market research required:

As NECC's marketing communication efforts go through their continuous analyze, learn, and improve cycle, new market research will be required to enhance the refinement process. As new recruitment opportunities are identified, new research will be gathered and synthesized to help insure that ongoing marketing efforts remain as targeted and cost-effective as possible.

# Appendix A - Potential New Projects Needing Resources

Suggested Project	Client	Total Hrs	Budget	St	Co	Cr	Lo	PM	PR	We	SM	DM	EM	Ext Help
5 New Academic Center Videos	Academic Affairs	300+	\$15K	Y	Y		Y			Y	Y			Yes
Marketing of Accelerated Bus. Program	Academic Affairs	150+	TBD	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Yes
Marketing of Culinary Program	Academic Affairs	150+	TBD	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Yes
Promotion of CBE Programs and Courses	Academic Affairs	100+	TBD	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Yes
Promotion of LA Faculty & Famous Alums	Academic Affairs	100+	n/a	Y	Y		Y			Y	Y			No
Promotion of Promise Programs	Early College	100+	TBD	Y	Y	Y	Y	Y		Y				No
Early College Website Overhaul	Early College	200+	n/a	Y	Y		Y			Y				No
Materials to better explain costs	Enrollment Services	50+	TBD	Y	Y	Y	Y	Y		Y				No
Promotion of Evening/Weekend/Online	Enrollment Services	150+	TBD	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Yes
New Event Signage and Displays	Enrollment Services	50+	TBD	Y	Y	Y	Y							Yes
Promotion of FY20 Prospect Events	Enrollment Services	50+	TBD	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Yes
Develop a new Veteran's Packet	Enrollment Services	100+	TBD	Y	Y	Y	Y	Y		Y				No
Corporate Education Website Overhaul	Inst. Advancement	150+	n/a	Y	Y		Y			Y				No
Roll out of Lets All Do Good App	Inst. Advancement	50+	TBD	Y	Y		Y		Y	Y	Y		Y	Yes
Develop new Campaign Creative	MarComm	200+	\$10K	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Yes
Develop a new Take a Closer Look page	MarComm	200+	n/a	Y	Y	Y	Y		Y	Y	Y	Y	Y	Yes
Develop a new Prospect Email Strategy	MarComm	150+	TBD	Y	Y	Y	Y					Y		Yes
Develop a new Research Strategy	MarComm	150+	n/a	Y			Y			Y				Yes
Expansion of Social Media Approach	MarComm	150+	n/a	Y			Y		Y					No
Overhaul MarComm intake protocol	MarComm	50+	n/a	Y	Y	Y	Y			Y				No
Upgrade key prospect web content	MarComm	150+	TBD	Y	Y	Y	Y			Y				Yes
Overhaul the broadcast email approach	MarComm	100+	n/a	Y			Y			Y				No
Portal for ordering signs online internally	Facilities	50+	TBD	Y	Y		Y			Y				Yes

***This list of projects will be updated throughout the year and is subject to change.***

## Legend:

St = Strategy development

Co = Content development

Cr = Creative design needed

Lo = Logistical/project management

PM = Print Materials needed

PR = Public Relations support

We = Web development and support

SM = Social Media support

DM = Digital Marketing needed

EM = Email Marketing needed

TBD = To be determined

n/a = not applicable

## Appendix B - Timeline for Potential New Projects

Suggested Project	Client	JL	AU	SE	OC	NV	DE	JA	FE	MA	AP	MA	JN
5 New Academic Center Videos	Academic Affairs		→	→	→	→	→	→	→	→	→	→	
Marketing of Accelerated Bus. Program	Academic Affairs	→	→						→	→		→	→
Marketing of Culinary Program	Academic Affairs	→	→	→	→	→	→						
Promotion of CBE Programs and Courses	Academic Affairs		→	→	→	→	→	→					
Promotion of LA Faculty & Famous Alums	Academic Affairs				→	→	→	→	→	→			
Promotion of Promise Programs	Early College			→	→	→	→	→	→				
Early College Website Overhaul	Early College							→	→	→	→	→	→
Materials to better explain costs	Enrollment Services							→	→	→	→	→	→
Promotion of Evening/Weekend/Online	Enrollment Services				→	→	→	→	→	→			
New Event Signage and Displays	Enrollment Services					→	→	→					
Promotion of FY20 Prospect Events	Enrollment Services	→	→	→									
Develop a new Veteran's Packet	Enrollment Services	→	→	→									
Corporate Education Website Overhaul	Inst. Advancement							→	→	→	→	→	→
Roll out of Lets All Do Good App	Inst. Advancement	→	→	→									
Develop new Campaign Creative	MarComm		→	→	→	→	→	→	→	→	→		
Develop a new Take a Closer Look page	MarComm	→	→	→	→	→	→						
Develop a new Prospect Email Strategy	MarComm		→							→	→	→	→
Develop a new Research Strategy	MarComm	→	→	→	→								
Expansion of Social Media approach	MarComm	→	→	→	→	→	→						
Overhaul MarComm intake protocol	MarComm		→	→	→								
Upgrade key prospect web content	MarComm		→	→	→	→	→	→					
Overhaul the broadcast email approach	MarComm	→	→	→									
Portal for ordering signs online internally	Facilities									→	→	→	