



Marketing Plan

2015 - 2016

DEPARTMENT OF
MARKETING & PUBLIC RELATIONS



College Mission

San Bernardino Valley College provides quality education and services that support a diverse community of learners.

College Vision

San Bernardino Valley College will become the college of choice for students in the Inland Empire and will be regarded as the alma mater of successful, lifelong learners. We will build our reputation on the quality of our programs and services and on the safety, comfort, and beauty of our campus. We will hold both our students and ourselves to high standards of achievement and will expect all members of the college community to function as informed, responsible, and active members of society.

Values (Tenets)

The college tenets describe the philosophy and values of San Bernardino Valley College's faculty, staff, and administration. We believe:

- That a well-educated populace is essential to the general welfare of the community.
- That a quality education empowers the student to think critically, to communicate clearly, and to grow personally and professionally.
- That an enriched learning environment promotes creativity, self-expression, and the development of critical thinking skills.
- That our strength as an institution is enhanced by the cultural diversity of our student population and staff.
- That we must provide students with access to the resources, services, and technological tools that will enable them to achieve their educational goals.
- That we can measure our success by the degree to which our students become self-sufficient learners and contributing members of society.
- That plans and decisions must be data driven, and based on an informed consideration of what will best serve students and the community.
- That we must model our commitment to lifelong learning by maintaining currency in our professions and subject disciplines.
- That, as part of the collegial consultation process, all levels of the college organization must openly engage in sharing ideas and suggestions to develop innovative ways to improve our programs and services.
- That interactions between all members of the college community must be marked by professionalism, intellectual openness, and mutual respect.
- That we must hold ourselves and our students to the highest ethical and intellectual standards.
- That we must maintain a current, meaningful and challenging curriculum.
- That students succeed best when following an educational plan and when enrolled in classes that meet their interests and goals, and match their level of academic preparedness.
- That all members of our campus community are entitled to learn and work in an environment that is free from physical, verbal, sexual, and/or emotional threat or harassment.
- That students learn best on a campus that is student-centered and aesthetically pleasing.
- That we must be responsible stewards of campus resources.



College Overview

Established in 1926, San Bernardino Valley College (SBVC) will be celebrating its 90-year anniversary in 2016. The college has lived through 15 US Presidents—Coolidge, Hoover, Roosevelt, Truman, Eisenhower, Kennedy, Johnson, Nixon, Ford, Carter, Reagan, Bush I, Clinton, Bush II, and Obama.

SBVC has one of the most ethnically diverse student populations in the country, with 62% Hispanic, 14% Black, 15% White, 5% Asian, and 0.3% Native American students. The college enrolls an average of 12,000 students per semester. In recent years, the campus experienced a slight enrollment drop, but this is considered to be temporary and part of a normal cycle. The campus is classified as a medium-sized community college in California.

SBVC enrolls approximately 2,200 new freshmen each year. Most are from ten major feeder high schools in San Bernardino, Colton, Rialto, Redlands, Bloomington, and Fontana. However, the college serves a large number of returning adult students as well: the average age is 28. Many students are returning for career changes and pursuing Career Technical Education (CTE) options. Approximately three quarters of students take part-time course loads of less than 12 units. The college has a number of unique characteristics, which include a large number of CTE programs and a Middle College High School campus facility adjacent to the campus. As an early adopter of distance education, SBVC is a leader in the state with over 17% of the sections delivered through distance education. SBVC also has a number of grant-funded programs that have led to unique approaches to basic skills success. The programs include accelerated math courses that allow students to complete their math requirements in half the normal time, contextual learning programs that allow students to pair basic skills courses with their content areas in CTE, and numerous learning communities for basic skills, science, technology, engineering, and several combinations of humanities and math (STEM) students/courses.

Purpose & Scope

The purpose of this plan is to provide a set of goals, strategies, and measurements for advancing San Bernardino Valley College's marketing efforts during the 2015-2016 academic year. This plan serves as a guide for annual communications priority-setting, budget allocations, and evaluation. It is a tool that will be updated and revised regularly to reflect changing college goals, priorities, and activities related to communications and marketing.

Department Responsibilities

The Department of Marketing & Public Relations supports the college's marketing and public relations efforts, as guided by the college president. The department's responsibilities are as follows:

- Coordinating all college marketing and public relations activities;
- Coordinating internal and external college communications;
- Developing and enforcing the college's brand identity;
- Overseeing the design and functionality of the college website;
- Managing the college's online presence and reputation;
- Developing internal and external college publications;
- Coordinating special events;
- Responding to media inquiries;
- Advising college administration regarding public relations concerns;
- Coordinating mass media marketing campaigns;
- Coordinating community promotional, outreach and recruitment activities;
- Advising and assisting the SBVC Foundation with outreach and fundraising.

In contrast to previous years, when the Department's role was concentrated primarily on public relations, communications and branding activities, the current year has been identified as a 'growth year,' giving the Department the supplementary objective of supporting the college's student recruitment and enrollment efforts through targeted marketing.

Department Goals

The Department of Marketing & Public Relations has been assigned the following goals:

- 1** Increase visibility of the college in Southern California and globally.
- 2** Increase public understanding of college programs and course offerings.
- 3** Increase student engagement and understanding of college services and programs.
- 4** Attract and retain local students to maintain/increase enrollment.
- 5** Improve the college's online reputation.
- 6** Increase visibility of student, faculty and alumni successes and accomplishments.
- 7** Differentiate the college from its competitors.

Department Resources

The Department of Marketing and Public Relations consists of one Director-level position and a part-time support staff position.

- Paul Bratulin
Director of Marketing & Public Relations
- Dora Demers
Administrative Secretary

The department is also able to hire interns, student workers, and short-term professional experts to meet its objectives.

Strategic Goals & Initiatives

The Department of Marketing and Public Relations aligns its activities very closely with the strategic goals and initiatives set forth in SBVC's Strategic Plan.

- 1 ACCESS** - SBVC will improve the application, registration, and enrollment procedures for all students.
- 2 STUDENT SUCCESS** - SBVC will Increase course success, program success, access to employment, and transfer rates by enhancing student learning.
- 3 COMMUNICATION, CULTURE & CLIMATE** - SBVC will promote a collegial campus culture with open lines of communication between all stakeholder groups on and off campus.
- 4 LEADERSHIP & PROFESSIONAL DEVELOPMENT** - SBVC will maintain capable leadership and provide professional development to a staff who will need skills to function effectively in an evolving educational environment.
- 5 EFFECTIVE EVALUATION & ACCOUNTABILITY** - SBVC will improve institutional effectiveness through a process of evaluation and continuous improvement.
- 6 FACILITIES** - SBVC will support the construction and maintenance of safe, efficient, functional facilities and infrastructure to meet the needs of students, employees, and community.

Situational Analysis

As a community college in densely-populated Southern California, SBVC faces a rapidly-changing economic environment, with significant competition from other area colleges, including public and private nonprofit and for-profit institutions. Dramatic changes in the global job market, the demographics of the U.S. population, and the use of digital information technologies will continue to have a significant impact on student recruitment and retention.

Competitor Colleges

San Bernardino Valley College is surrounded geographically by many of its direct competitors, and—with the rapid expansion of online programs nationwide—a vast array of indirect competitors. The following colleges are located near SBVC's service area and compete directly with the college for students. Although these colleges may be located farther away than SBVC, Southern California's commuting culture makes these competitors viable alternatives for students willing to commute. Increasing availability of distance education options at these and other competitor colleges also allows students to attend without regard to geographic proximity.

Community Colleges

- Riverside City College
- Chaffey College

- Moreno Valley College
- Norco College
- Mt. San Jacinto College
- Mt. San Antonio College
- Citrus College
- Victor Valley College
- Barstow College
- Copper Mountain College

Private Nonprofit Colleges/Universities

- Loma Linda University
- University of Redlands
- California Baptist University
- La Sierra University
- University of La Verne
- Claremont McKenna College
- Scripps College
- Pitzer College
- Pomona College
- Azusa Pacific University
- National University

Private For-Profit Colleges/Universities

- ITT Technical Institute
- Concorde Career College
- Argosy University
- San Joaquin Valley College
- The Art Institute of California
- American Sports University
- Cambridge College
- American Career College
- Pacific College
- Universal Technical Institute
- American Heritage University

Public Universities

- California State University, San Bernardino
- University of California, Riverside
- California State Polytechnic University, Pomona

Target Audiences & Messaging

The primary target audiences of SBVC's marketing efforts include current and prospective students, parents, alumni, donors, employers, media outlets, and community leaders. Each of these audiences requires targeted messaging that meets its anticipated needs and reinforces SBVC's presence as a quality educational institution in the Inland Empire.

Targeted Message: Students & Parents

San Bernardino Valley College promises you a high quality education that combines research-informed instruction with real world field applications in an environment that is personal, accessible, and inclusive. In so doing, we offer relationships that will last a lifetime.

Targeted Message: Alumni & Donors

San Bernardino Valley College is committed to sustaining a rich network of faculty members, alumni, and agency contacts that provides lifelong opportunities for job networking, giving, mentoring, volunteering, and teaching.

Targeted Message: Local Employers

San Bernardino Valley College strives to meet the workforce development needs of the local community by providing highly skilled graduates in the following fields.

Targeted Message: Media Outlets & Community Leaders

San Bernardino Valley College is a pillar of education in the Inland Empire with an extensive array of career programs to meet the educational needs of the local community.

Communications Methods & Tools

Website

The SBVC website is the college's primary digital presence and receives the bulk of active internal and external traffic. It is the source of college information for almost all external audiences. Most marketing materials distributed by the college refer customers to the website. Timely maintenance, updates, and interface improvement are of paramount importance to the college's public image, effective communication, provision of necessary student services, and enrollment management.

Email

Email (whether institutional or personal) is the most effective direct communication method with internal and external audiences. All official emails must be carefully crafted and reviewed for clarity and professionalism of writing style and tone because they represent the college.

Social Media

The proliferation of social networking as a primary form of communication is difficult to ignore, as it has grown almost linearly with the growth of internet usage among adults in the United States. Nearly two-thirds of American adults (65%) used social networking sites in 2015, up from 7% in 2005. A full 85% of adults were internet users in the United States in 2015, making 76% of all adult

internet users also users of social media. Age is strongly correlated with social media usage: those ages 18 to 29 have always been the most likely users of social media by a considerable margin. Today, 90% of young adults use social media, compared with 12% in 2005. At the same time, there has been a 69-point increase among those ages 30-49, from 8% in 2005 to 77% today.¹ Expansion of the college's social media presence on all platforms is crucial to communicating with a wide range of external audiences, and is one of the most proven and cost-effective marketing methods available today.

News Media

Although purchased print ads have greatly decreased in effectiveness and return on investment over the past decade, news media still commands very sizeable audiences (especially among the older demographic) and can be a cost-effective tool for positive coverage. It is important to establish and maintain close relationships with members of the local media and pitch marketable content as frequently as possible.

Mass Marketing (Outdoor, TV, Radio)

One of the most expensive forms of advertising, mass marketing is an effective way to reach massive numbers of people in a targeted geographical area. SBVC will coordinate purchases of mass marketing with the district during the 2015-2016 academic year.

Publications

San Bernardino Valley College maintains an inventory of department, college, and program publications and promotional items that are used primarily for distribution on campus and at external events (such as high school outreach). Individual departments and programs are able to order additional materials via the district's printing services division, but it is very important that all printed materials correspond to the college's branding identity to ensure consistency and professionalism is communicated via all college marketing materials.

Marketing Expenditures: Fall 2015

The Fall 2015 semester saw total district expenditures of \$74,940.00 on combined mass marketing efforts to boost enrollment at both SBVC and its sister college, CRAFTON HILLS COLLEGE.

PRINT ADS

Newspaper ads - \$17,800

BROADCAST ADS

- KVCR - \$0
- Pandora Radio - \$20,000

¹ Pew Research Center: Social Media Usage: 2005-2015.

- TV ads - \$10,140

OUTDOOR ADS

- 20 OmniTrans buses - \$25,000

DIGITAL ADS

- Facebook Ads - \$2,000
 - SBVC - \$1,000
 - CHC - \$1,000

TOTAL: \$74,940.00

Marketing Expenditures: Spring 2016

The Spring 2016 semester is going to see an increase of ~\$76,560 to boost enrollment district-wide, a 102% increase over the previous semester. A notable change to the marketing effort for the spring semester is the introduction of social media marketing as a major element of the spring campaign, as well as the inclusion of additional outdoor advertising elements.

PRINT ADS

Newspaper ads - ~\$18,000 (district) + \$5,000 (SBVC)

BROADCAST ADS

- KVCN - \$0
- Pandora Radio - \$20,000
- TV ads - ~\$10,000
- Radio ads - ~\$5,000

OUTDOOR ADS

- 20 OmniTrans buses - \$25,000
- LAMAR billboards & bus shelters - \$20,000
- Street banners - \$1,500

DIGITAL ADS

- Facebook Ads - \$32,000
 - SBVC - \$20,000
 - CHC - \$12,000
- Twitter Ads - \$10,000
- Google AdWords - \$5,000

TOTAL: ~\$151,500